

2018

UK Gender Pay Gap Results

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UK Gender Pay Gap Report 2018

We welcomed the introduction of gender pay gap reporting last year. Achieving gender parity is not only better for our business, it's the right thing to do.

This year, we have evolved our reporting to include our UK Partners, who are self-employed. This greater level of transparency enables us to more easily compare ourselves with other businesses and to track progress within our sector.

As part of our wider inclusion approach, we have worked hard over the past year to build a more accurate picture of our Black, Asian and Minority Ethnic (BAME) population. However, the current proportion of colleagues who have disclosed their ethnicity remains low, but it is something we are continuing to address in support of full transparency and voluntary disclosure of our ethnicity pay gap next year.

We are making positive progress, but we know that changing decades of imbalance in our business and sector is going to take time.

2018 Gender Pay Gap

| | | |
|------------------------------|-------|------|
| Employees Hourly Pay Gap | 2017 | 2018 |
| Mean hourly pay gap | 24% | 23% |
| Median hourly pay gap | 27% | 24% |
| Self-Employed Hourly Pay Gap | 2017* | 2018 |
| Mean hourly pay gap | 13% | 16% |
| Median hourly pay gap | 5% | 16% |
| Combined Hourly Pay Gap | 2017* | 2018 |
| Mean hourly pay gap | 50% | 48% |
| Median hourly pay gap | 36% | 32% |

*Not Published in April 2017

Definitions:

Mean figure
is the difference between the average of men's and women's pay

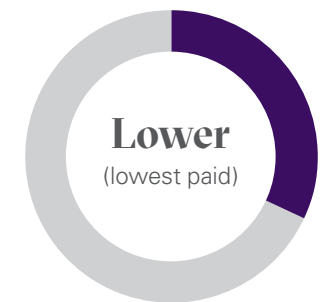
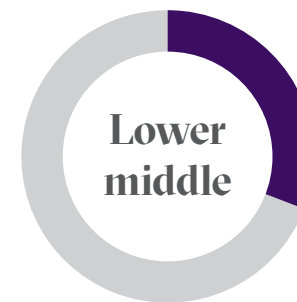
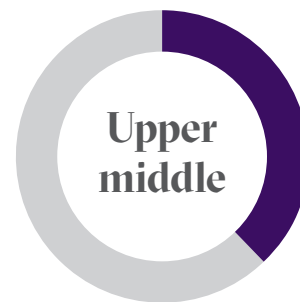
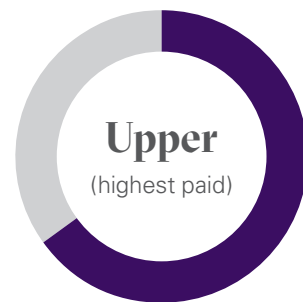
Median figure
is the difference between the midpoints in the ranges of men's and women's pay

Why We Have a Gender Pay Gap

The main reason for our gender pay gap remains the same. We have more men at senior levels in higher paid roles and a higher proportion of women relative to men in roles which fall within our lower pay quartiles.

A contributing factor continues to be our business growth and expansion, influenced by merger and acquisition. This has unintentionally impacted female representation at senior levels.

Hourly Pay Quartiles



● Female ● Male

Bonus Pay Gap

Our combined bonus gap shows a year on year reduction in both mean and median terms.

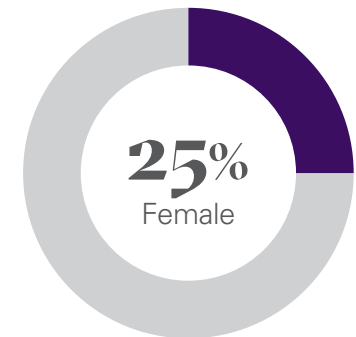
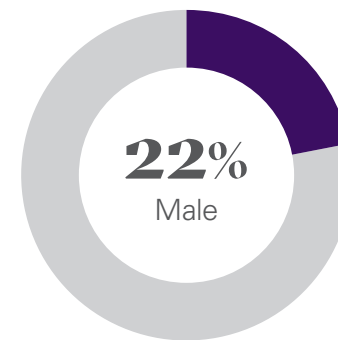
| Employees Bonus Gap | 2017 | 2018 |
|---------------------|------------|------------|
| Mean bonus gap | 24% | 18% |
| Median bonus gap | 15% | 18% |

| Self-Employed Bonus Gap | 2017* | 2018 |
|-------------------------|-------------|-------------|
| Mean bonus gap | 49% | 50% |
| Median bonus gap | -14% | -16% |

| Combined Bonus Gap | 2017* | 2018 |
|--------------------|------------|------------|
| Mean bonus gap | 51% | 45% |
| Median bonus gap | 32% | 23% |

*Not Published in April 2017

Proportion of Our People Who Received Bonus Pay



Note: A negative percentage figure indicates a bonus pay gap in favour of women.

A Sustained Focus

Our commitment to creating an inclusive culture remains our priority. We are working hard to increase diversity across all career levels within our business and taking targeted action to ensure our people see improvement.

When we launched our Global Diversity & Inclusion Strategy in 2017, we referenced the need for a visible step change toward shaping our workforce composition by building a more gender-balanced and diverse workforce.

A key measure of success has to be a shift in the number of women at senior levels. In practice, this requires a sustained focus on recruitment, promotions and managing attrition supported by the introduction of tailored diversity targets within each division in 2019.

A focus on our internal pipeline means we are developing talent at all career levels and ensuring diverse talent is supported to progress. Given the smaller numbers of women in the pools for promotion currently, we have set out the following actions, to speed up the pace of change.

Speeding Up the Pace

What we've done

- A structured salary review process has been implemented that highlights to managers differences in pay parity and enables them to take positive action to rectify discrepancies at annual salary review, recruitment and promotion.
 - A Behaviours Framework has been introduced to ensure a consistent approach to performance management.
 - Promotion pipelines have been established across each division to pro-actively discuss female talent coming through and how we support and develop those individuals.
 - Female representation has been ensured on all assessment panels for promotion cases in 2018/19.
-
- Executive sponsors have been appointed across our Diversity & Inclusion strands including gender.
 - We are using diversity data to proactively inform succession plans across each division. Data is a key catalyst in challenging perceptions and enabling us to better harness the talent of our female population.

Speeding Up the Pace

What we're doing next

- Our Diversity & Inclusion Leadership group, made up of 40 senior leaders across our business, will manage our D&I Action Plan.
- We will continue to raise awareness and understanding of inclusive behaviours through our annual Diversity Week, International Women's Day and International Men's Day events.
- A new job evaluation tool and career path programme is being introduced in 2019 to support and reward all employees based on their skills and performance.
- We will continue to support legal professionals who have taken a career break of 12 months or more and are looking to return to work, through our collaboration with Women Returners and the Law Society as part of their Law Returners Programme.
- We expect to see multiple women on all shortlists as well as female representation on interview panels and leadership groups. Although some of our technical roles have a much smaller candidate pool, our ambition is for every vacancy to attract female candidates.
- We will continue to explore options and support new ways of working that offer flexibility and enable our people to keep developing within our business and maintain a healthy work-life balance. We are already recognised for our approach to flexible working, and are proud to be a Top 30 Employer for Working Families.
- In collaboration with Women Returners and the Law Society, we are part of a Law Returners Programme aimed at legal professionals who have taken a career break of 12 months or more and are now looking return to work.

Our Commitment

“Improving our gender balance is fundamental to the continuing success of our business. We are changing how we do things to accelerate progress and evaluate the effectiveness of our actions. As a business, we need to harness the power of mentoring and senior sponsorship to unleash talent and innovation. Our commitment is to do more of both and to challenge our leadership teams to raise their game to embed inclusion into the way we do business.”

We confirm that the data reported is accurate.



Andrew Leatherland
*Managing Partner
& CEO*



Helen Hill
HR Director



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